

Concordia University
Faculty Council of the John Molson School of Business
Minutes of the meeting held Friday, October 5, 2007

JMSB-2007-07M

- Present:** G. Kanaan (Chair)
A. Ahmad (Fina.), B. Barbieri (Mktg.), T. Basith (CASA), S. Betton (Fina.), D. Cameron (Mana.),
C. Cho (Acco.), A.-M. Croteau (DS&MIS), C. Draimin (Acco.), K. Diaz (CASA),
N. D'Urbano (CASA), V. Esposito (CASA), M. Farashahi (Mana.), A. Fagnoli (Reg.), G. Fisher
(Econ.), K. Gheyara (Acco.), Z. Gidengil (Mktg.), A. Gold (CASA), A. Hochstein (Assoc. Dean),
D. Kira (DS&MIS), A. Krzyzak (Comp.Sci.), K. Lamertz (Mana.), G. Lao (CASA), C. Lavergne
(CGSA), J. Longo (Staff), M. Mulrennan (SGS), S. M. Nelson (Staff), E. Pelsise (CASA),
P. Pietromonaco (Facil.), I. Rakita (Fina.), J. Redler (CASA), C. A. Ross (Mktg.), K. Saliba
(CGSA), M. Sharma (DS&MIS), I. Sendek (Lib.), L. Switzer (Assoc. Dean), U. Wassmer (Mana.)
- Guests:** D. Carosielli (Reg.), K. Nolan (Reg.), W. Taylor (Mana.)
- Absent with regret:**
J. Ahmad (Econ.), K. Argheyd (Mana.), S. Chauhan (DS&MIS), T. Field (Mana.), J. Freed
(Fina.) S. Goyal (DS&MIS), L. Katsanis (Mktg.), C. Lajeunesse (Pres.), F. Nebebe (DS&MIS),
D. Peltier-Rivest (Acco.), S. Sharma (Dean), P. Trofimovich (TESL)

I Closed Meeting

- i) Approval of fall 2007 graduates
On a motion duly seconded (B. Barbieri/A.-M. Croteau) Faculty Council members granted
speaking privileges to D. Carosielli and K. Nolan, Office of the Registrar.
The motion was carried unanimously.

On a motion duly seconded (A. Fagnoli/M. Sharma) Faculty Council members unanimously
recommended to Senate that the candidates listed as follows be awarded the degree/certificate as
designated (along with the appropriate distinction designation) - Bachelor of/Baccalaureate in
Administration, Bachelor of/Baccalaureate in Commerce, Certificate in Business Studies (pp.1-
17).

On a motion duly seconded (A. Fagnoli/M. Sharma) Faculty Council members unanimously
recommended to Senate that the candidates listed as follows be awarded the
certificate/diploma/degree as designated: Graduate Certificate in John Molson School of
Business, Diploma in John Molson School of Business, Master of/Magisteriate in Business
Administration, Master of/Magisteriate in Science (Administration), Doctor of/Doctorate in
Philosophy (Administration). (pp .1 – 5)

On a motion duly seconded (A. Fagnoli/M. Sharma) Faculty Council members unanimously
recommended to Senate that the candidates listed as follows be added to the pass list for the
Bachelor of/Baccalaureate in Administration, Bachelor of/Baccalaureate in Commerce contingent
on meeting the conditions involved in the individual case, such resolution to be according to the
Registrar's standard of satisfaction (Pending list, pp. 1-3)

On a motion duly seconded (A. Fagnoli/M. Sharma) Faculty Council members unanimously
recommended to Senate that the candidates listed as follows be added to the pass list for the
Diploma in John Molson School of Business, Master of/Magisteriate in Business Administration,
and Master of/Magisteriate in Science (Administration), as designated contingent on meeting the
conditions involved in the individual case, such resolution to be according to the Registrar's
standard of satisfaction (Pending list pp. 1 - 3)

On a motion duly seconded (A. Fagnoli/M. Sharma) Faculty Council members unanimously
recommended to Senate that the candidates listed as follows be added to the pass list for the
diploma/degree as designated contingent on meeting the conditions involved in the individual
case, such resolution to be according to the Registrar's standard of satisfaction (Undergraduate
Deletion List, pp. 1-3).

On a motion duly seconded (A. Fagnoli/M. Sharma) Faculty Council members unanimously recommended to Senate that the candidates listed as follows be added to the pass list for the diploma/degree as designated contingent on meeting the conditions involved in the individual case, such resolution to be according to the Registrar's standard of satisfaction (Graduate Deletion List, page 1)

III Approval of Agenda – JMSB-2007-07A

On a motion duly seconded (M. Sharma/B. Barbieri) the agenda was unanimously approved.

IV Approval of the Minutes – JMSB-2007-06M

On a motion duly seconded (J. Redler/B. Barbieri) the minutes of the meeting held September 21, 2007 were unanimously approved.

V Chair's Report and Question Period

G. Kanaan reported that JMSB faculty and staff were well represented in the 2007 Concordia Shuffle. He advised that fall convocation would take place on Sunday, November 11 at 3:00 p.m. in the Salle Wilfrid-Peltier of Place des Arts. He emphasized the importance of the presence of faculty members to the students, their families and friends. He pointed out that faculty participation was critical because, for the first time, the JMSB fall convocation will be a stand-alone ceremony.

VI Business Arising from Previous Meeting

i) Elections

Imants Paeglis was elected by acclamation to represent the Department of Finance on the Council of the School of Graduate Studies for a 3-year term effective June 1, 2007 and terminating May 31, 2010.

Ian Rakita was elected by acclamation to continue to serve on the Finance Committee of Senate for a three-year term, effective June 1, 2007 and terminating May 31, 2010.

ii) Revised Mission Statement – Draft #8 – JMSB-2007-07A-01

On a motion duly seconded (B. Barbieri/A.-M. Croteau) Faculty Council members unanimously granted speaking privileges to W. Taylor, AACSB Coordinator.

W. Taylor thanked all who contributed to the revision and stressed the importance of moving ahead with the mission and strategic plan to the maintenance of AACSB Accreditation. He explained that the mission is a statement of what the JMSB does and that the objectives for the future would be developed and subsequently discussed at Council. He stated that the approval of a new mission statement today would make a significant contribution to the October 15th report to AACSB. A discussion regarding the deletion of the word 'business' in the first sentence ensued. It was generally agreed that 'business' was an inclusive, multiple-meaning word that encompasses among other areas law, culture, medicine and non-profit organizations. An amendment was proposed to delete the words 'to enable' from the first sentence. The amendment was not seconded and was withdrawn. It was commented that the last sentence was too long.

On a motion duly seconded (Z. Gidengil/M. Sharma) Faculty Council unanimously approved the revised John Molson School of Business mission statement as presented in document JMSB-2007-07A-01

We educate students to enable them to become business leaders and responsible global citizens.

We place strong emphasis on teaching, research and scholarship, and we strive for an intellectual

climate in which excellence, innovation and imagination flourish. As an urban business school, we welcome Concordia's multilingual and multicultural constituency. Our international faculty, diverse student body, strong links to the local business community and relationships with international partners provide a learning environment that responds to the demands of a global economy and recognizes the realities of the contemporary world to achieve a better future.

- iii) JMSB Comments regarding the Report of the Ad Hoc Committee on the Role of Senate in University governance (US-2007-6-D35) – JMSB-2007-06A-07
C. A. Ross, a member of the Ad Hoc Committee, reported that the goal of the committee was to increase efficiency, stimulate senatorial involvement and improve communications between Senate and the Board of Governors. Changes include the return of the President as Chair of Senate, ensuring that the membership of the sub-committees of Senate is composed of Senators, the Research Committee reporting to the Senate Academic Planning and Priorities Committee rather than directly to Senate, and the addition of a member of Senate to the Board and a member of the Board to Senate.

During the ensuing discussion, it was pointed out that, to-date, there is no governance mechanism between Senate, the supreme academic decision-making body of the University, and IITS and Continuing Education. With regard to IITS, it was suggested that an IITS sub-committee of Senate be considered. In response to a concern about research becoming centralized with the Research Committee reporting to SCAPP rather than Senate, C. A. Ross explained that the intent is to have research an integral part of the planning process and to avoid delays caused when Senate refers items raised to SCAPP.

The Chair advised that a copy of the discussion, as reflected in the minutes of the Council meeting, would be sent to D. Tessier. Comments from individual Council members can also be sent directly to D. Tessier.

- iv) Discussion concerning class size for non-core courses
G. Kanaan advised that the overcrowding this fall was partially due to the 36% increase in fall admissions despite the fact that JMSB admissions were stopped in August while the other Faculties continued acceptances until September. It was also due to extreme pressure to balance the Faculty budget at a time when graduate enrolments were low. A strong objection was raised about balancing the budget at the expense of the learning experience of the students. Objections were also noted about allowing students into courses during the third week of classes and jeopardizing JMSB's competitive edge of having small class sizes. It was pointed out that expansion of enrolment should be part of strategic planning and relative to our resources. G. Kanaan advised that he had taken note of these concerns and would share them with the Strategic Planning Task Force. He assured Council members that the overbooking that occurred this fall would not be repeated in the winter term.
- v) Notice of motion regarding accommodations for observers of Board of Governors open meetings – JMSB-2007-07A-07
C. A. Ross asked Council members to join him in expressing their concern about assigning a room in the Hall building for attendees of the Board of Governors meetings held in the GM building. C. Draimin stated that it was a governance issue inasmuch as it is not conducive to getting the community involved.

On a motion duly seconded (C. Draimin/C. A. Ross) Faculty Council members unanimously supported the following resolution:

Whereas

there has historically been provision for a certain number of places in the Board of Governors' meeting chamber so that members of the university community can attend and observe the open meetings of the Concordia Board of Governors;

Whereas

for the last several meetings, those wishing to attend and observe open meetings of the Board of Governors have been required to sit in a separate room in another building across the street, where they have had to observe proceedings on a closed circuit video feed in which much of the discussion is lost. Moreover, the spectators' presence is not evident to the participants of the meeting, an important purpose of an open meeting.

Be it Resolved

That the Board of Governors return to its traditional practice and make provision for members of the University community to attend open sessions of the Board in the same meeting room as the Board.

- VII Report: Research and Program Evaluation
L. Switzer reported that the School of Graduate Studies was organizing the following events: Workshop on Academic Integrity – October 10; Workshop on Avoiding and Resolving Conflict – October 22; Workshop on Graduate Supervision – October 19. He advised that during his recent meeting with the President of SSHRC he learned of a new initiative offering \$11M in funding for research in management, entrepreneurship and finance. He encouraged faculty members to apply prior to the November 8th deadline for application. He noted that faculty members who are principal holders of SSHRC grants are still eligible to apply. The office of the Associate Dean, Research will notify all faculty members about this opportunity. Lastly, L. Switzer urged faculty members to make a contribution to the new JMSB Research Bulletin that is expected to be ready by mid-November.
- VIII Report: Administrative Affairs and Human Resources
It was commented that there has been no report during the past year and a half. G. Kanaan will bring this matter to the attention of the Dean.
- IX Standing Report on the status of the new JMSB building
G. Kanaan reminded Council members that the deadline for sending comments to unit heads about the new JMSB building floor plans was October 19.
- X CGSA Report
K. Saliba invited everyone to the soccer game between MBA faculty members and students scheduled in the afternoon as well as the post-game celebration at 5:00 p.m. at the Irish Embassy Pub. He also reported that a Case Competition Seminar hosted by Yves Dupuis has been scheduled on October 15.
- XI Staff Report
On behalf of C. Noyes, Manager, JMSB Communications, J. Longo reported that the JMSB joined the other three Faculties in a first-time combined recruitment advertisement in University Affairs. The ad, which can also be found on the website, features a section outlining the advantages offered to faculty at members Concordia. C. Noyes would welcome comments about this initiative from faculty and staff.
- XII Report: Masters and Diploma Programs – JMSB-2007-07A-02 and JMSB-2007-07A-02(i)
The reports were received.

During the discussion one faculty member questioned the decrease in the enrolments of the MSc, MBA and EMBA programs. It was suggested that the decrease might be attributed to the change to centralized marketing with a focus on the University and Faculty rather than the individual programs. A number of questions were raised concerning AMBA and EMBA admissions. Acting Director A.-M. Croteau responded that the two EMBA students would write the GMAT in October, the minimum AMBA GMAT score was 440 and the average GPA 2.91. It was agreed that the Associate Dean's Office would provide the minimum GMAT score and the minimum GPA for the Executive MBA for fall admissions at the next meeting. In response to a concern expressed about the risk of lowering academic standards in private for-profit programs, A.-M. advised she was working closely with the School of Graduate Studies to ensure that academic standards would be maintained.

With regard to the M.Sc. Program, it was suggested that a market study be conducted and a five-year plan be developed to support the program and brought to Council for approval. The importance of the M.Sc. program to JMSB research activities was emphasized. It was suggested that non-Commerce students be marketed and that faculty member network with their colleagues to get promotional information out. L. Switzer, Associate Dean, Research advised that steps are being taken to address marketing issues and faculty incentives to do research and supervise M.Sc. students were being developed and would soon be announced. It was suggested that additional follow-up to retain applicants was needed. It was pointed out that staff members do follow up with each applicant until registration and after. More follow-up would require more staff. With regard to the Ph.D. Program, it was further pointed out that the reason why only nine of sixty-seven applicants register is financial. JMSB offers \$12,000 support for one year, other schools offer \$20,000 to \$30,000 per year for three years. Similarly M.Sc. applicants with 4.0 GPAs and 680 GMAT scores have a choice of schools. The possibility of a \$1,500 scholarship offered by the JMSB does not compare to the financial support offered by other schools. Marketing the M.Sc. program internationally and particularly to Europe where the M.Sc. is well recognized as the door to the Ph.D. program was highly recommended.

- XIII Report: Undergraduate Programs, Academic and Student Affairs – JMSB-2007-07A-03
The report was received.
- XIV Reports from School Representatives on University Committees
 - i) University Senate – JMSB-2007-07A-04
The report was received.
It was commented that the increase in fall enrolment made little increase in the FTEs.
 - iv) Senate Academic Programs Committee
B. Barbieri reminded Council members of the deadline for calendar submissions – undergraduate submissions - November 16, graduate submissions – November 23.

There were no reports from the representatives of the following committees:

- ii) Arts and Science Faculty Council
- iii) Senate Academic Planning and Priorities
- v) Senate Research Committee
- vi) University Library Committee
- vii) Undergraduate Scholarships and Awards Sub-committee
- viii) Board of Governors
- ix) Council of the School of Graduate Studies

XV CASA Report

V. Esposito reported on the success of the New York trip for international students, as well as the cocktail receptions for both marketing and international business students. Meanwhile, the Accounting Association had a busy month in September as they planned numerous seminars and networking events. Furthermore, the Annual Career Fair, hosted by the Career Management Services, proved to be another successful event

for the undergraduate students. For upcoming events in the month of October, V. Esposito informed the members about the Finance Virtual Stock Exchange Simulation, the Management Speaker Series, the Decision Sciences & MIS Résumé Clinics, as well as the Annual Halloween Party. With regards to case competitions, the university will be sending a team to Hong Kong in mid-October, and another team to Texas in mid-November. On a similar note, preparation for the John Molson Undergraduate Case Competition is underway. The objective this year is to increase the number of participating schools from 12 to 20, as well as trying to bring in a number of international universities for January 2008. A. Gold made an announcement for the annual Sports Marketing Conference scheduled for November 15-18, 2007."

XVI New Business

i) Annual Report – JMSB Executive Centre – JMSB-2007-07A-05

On a motion duly seconded (B. Barbieri/S. Nelson) Faculty Council granted speaking privileges to K. Boulos, Executive Director, External Affairs.

K. Boulos referred to the financial performance showing a second profitable year since the shift from public to customized seminars. The number of signed contracts is up by fifteen from this time last year. With regard to the increase in office salaries, he explained that one staff member had been hired to accommodate the increase in business. In reply, to a question about the low 2007 actual contribution, he explained that two significant contracts had been lost. He also explained that the increased projection for 2008 was based on the retention rate of clients as well as signed contracts and the number of proposals currently under review. In response to a question about ICAMER, he advised that it no longer exists on its own having been blended in with Executive Centre business. He added that the figures from ICAMER business were not included in the financial report and would be reported at a later date.

On a motion duly seconded (B. Barbieri/S. Nelson) Faculty Council granted speaking privileges to J. Ricard, Manager, JMSB Executive Centre.

In reply to a question about the name change from ICAMER to Aviation Management Institute, J. Ricard advised that the change had been approved by the former Dean to eliminate the research aspect and appeal to a wider audience. The Chair advised that he would advise the Dean of the concern about changing the name and focus of a Faculty unit without consultation with faculty members. With regard to a request for an explanation of the increase in the miscellaneous budget, J. Ricard advised that the budget covered equipment, rent, and office supplies. Printing cost projections are for a two-year period.

On a motion duly seconded (B. Barbieri/A.-M. Croteau) Faculty Council voted unanimously to receive the report.

ii) Annual Report – Goodman Institute of Investment Management – JMSB-2007-07A-06

The report was received. I. Rakita highlighted the report noting the strong rate of growth that has created a dire need for additional space. He reported that the minimum GMAT score was 500 and that quality academic standards have been maintained. With regard to the budget, he predicted a significant contribution to the Faculty next year. He pointed out a major curriculum change that eliminated the need for students to pass the CFA Level II exams to graduate.

It was recommended that the need to pass Level I of the CFA exams be abolished inasmuch as Concordia University should not be dependent on another institution to grant a degree. I. Rakita said that it was an attraction rather than a detriment. It was noted that an alumnus complained about lowering standards after the Level II requirements was removed. G. Kanaan noted the concern expressed about what was termed a sovereignty issue and will bring it to the attention of the Dean.

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On a motion duly seconded (B. Barbieri/C. A. Ross) Faculty Council voted unanimously to receive the report.

XVII Other Business

XVIII Adjournment

On a motion duly seconded (B. Barbieri/S. Betton) the meeting was adjourned at 12:25 p.m.

XIX Next meeting

The next regular meeting of the JMSB Faculty Council will take place on Friday, November 9, 2007 at 09:30 in room GM302.

